PROVINCE OF SASKATCHEWAN

09-10

ANNUAL REPORT

PUBLIC SERVICE COMMISSION

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This annual report is also available in electronic format from the PSC's website at **www.psc.gov.sk.ca**.

Letter of Transmittal - Minister

June 28, 2010

His Honour the Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the Annual Report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2010.

The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to responsibly managing expenditures.

This 2009-10 Annual Report demonstrates progress towards commitments that relate to the Public Service Commission as of March 31, 2010. This report also provides progress on key strategic themes and actions designed to ensure that an independent, qualified, and professional public service is in place to provide service to the people of Saskatchewan.

The initiatives pursued in 2009-10, and the results achieved, are communicated to the legislature and to the Saskatchewan people through this report.

June Draude

Minister Responsible for the
Saskatchewan Public Service Commission

Letter of Transmittal - Chair

June 28, 2010

The Honourable June Draude

Minister Responsible for the
Saskatchewan Public Service Commission

Dear Minister:

I have the honour of submitting the Annual Report for the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2010.

On behalf of the Public Service Commission, I acknowledge responsibility for this report and am pleased to provide assurances on the accuracy and reliability of the information contained within it.

I also acknowledge responsibility for the financial administration and management control of the Public Service Commission.

This annual report highlights actions that help to ensure Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.

Don Wincherauk

Chair, Public Service Commission

Introduction

This annual report presents Saskatchewan Public Service Commission (PSC) activities and results for the fiscal year ending March 31, 2010. It reports on public commitments made and other key accomplishments of the PSC.

With the release of the Commission's Plan for 2009-10, results are provided on the publicly committed strategies, actions and performance measures identified in the Plan. This report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2009-10*, the Minister's Mandate letter, throne speeches, and other commitments.

This report also contains additional information about the PSC in several appendices, including an organizational chart and demographic information about the public service overall.

The 2009-10 Annual Report sets the stage for the 2011-12 planning and budgeting process by providing an opportunity to assess the accomplishments, results, and lessons learned, and identify how to build on past successes for the benefit of Saskatchewan people.

Alignment with Government's Direction

The PSC's activities in 2009-10 align with Government's vision and three goals.

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

The Commission, along with all Ministries and agencies, supports the achievement of Government's three goals and works towards a secure and prosperous Saskatchewan.

Commission Overview

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for the development of a professional public service based on merit. The Commission delivers human resource services including staffing, classification of positions, compensation and labour relations, and works with Ministries in the delivery of human resource services.

Effective March 31, 2010, the PSC had 376.8 full-time equivalent employees, working in offices in 20 locations. The 2009-10 budget called for 364.0 FTEs (not restated). The primary reason for the overutilization of FTEs is due to the consolidation of human resource administration and payroll services within government. Additional FTEs were required for overtime to meet payroll related deadlines and to hire resources to prepare documents and records for the physical moves.

Organizational Structure

The Saskatchewan Public Service Commission has three divisions: Corporate Human Resource Management and Employee Relations; Human Resource Client Service and Support; and the Employee Service Centre. It also has three functional units: Organizational Effectiveness, Communications, and Corporate Services.

Corporate Human Resource Management and Employee Relations

The Corporate Human Resource Management and Employee Relations Division delivers corporate labour relations, compensation, and human resource policy support to the public service. The division represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union (SGEU) and Canadian Union of Public Employees, Local 600 (CUPE-600).

The division provides expert labour relations advice and consultation to management in support of program operations. It also provides compensation research and advice, administers wage and salary surveys, and develops classification plans to evaluate all public service jobs.

Human Resource Client Service and Support

The Human Resource Client Service and Support Division is responsible for providing human resource consulting and advisory services to all government Ministries. These services include:

- Establishing job qualifications for most positions in the public service and developing tools for staffing and assessment;
- Evaluating and classifying public service jobs;
- Leading recruitment for permanent positions across the public service;
- Providing employee development and leadership training;
- Providing organizational design and development to clients throughout the public service;
- Providing learning, development, and succession planning to Ministry clients; and
- Providing consulting services in performance management, employee recognition, diversity, succession planning, and labour relations.

The division also delivers a variety of employment services including:

- Recruitment strategies to increase representation of Aboriginal persons, persons with disabilities, visible minorities, and youth;
- Coordination of student employment opportunities in the public service;
- Coordination of the Executive Internship Program;
- Coordination of the rehabilitation placement program;

(continued)

Commission Overview (cont'd)

- Maintenance of the re-employment lists and career advertising;
- Management of the Career Centre website; and
- Coordination of employee networks, including:
  - The Aboriginal Government Employees' Network (AGEN);
  - The Saskatchewan Visible Minority Employees Association (SVMEA); and
  - Interconnext, the knowledge network for new public service employees.

The Employee and Family Assistance Program provides confidential counseling assistance to government employees and families for work-related and personal problems.

Employee Service Centre (ESC)

The ESC is a new division responsible for the design, development, implementation and operation of human resource administration and payroll services. The division provides centralized payroll, pension, benefits and human resource administration services to public service employees and Ministries.

Organizational Effectiveness

The central Organizational Effectiveness unit leads corporate initiatives in areas such as performance management, workforce planning and succession management. The unit also provides corporate organizational effectiveness consulting and facilitation services to Ministries.

Communications

The unit manages the strategic communications function for PSC activities and operations, and works with Ministry communications branches on cross-Government projects and initiatives.

Communications also manages all advertising, printing and design services with external suppliers, manages the service-wide Long Service Recognition Program, coordinates the Flu Shot Program for public service employees, and manages the PSC's public Internet site and in-house Intranet.

Corporate Services

The unit provides direction, guidance, and support for internal operations. This includes oversight of the PSC's finances and financial management, security, parking, procurement and facilities, and oversight for information technology.

Progress in 2009-10

The Public Service Commission contributes to all of Government's three goals (see Alignment with Government's Direction) by working to build and maintain a professional public service. All progress reported in 2009-10 can be measured against these goals.

The key results and accomplishments the PSC made in 2009-10 to support Government's goals are listed below.

Attract and retain a professional, highly skilled and diverse public service workforce

Results

- Increased awareness of careers in the public service through outreach to post-secondary institutions to promote careers/programs such as student employment and hard-to-recruit occupations and locations. Examples of relationships established and supported included:
  - Partnership with Dumont Technical Institute to host a pre-employment program for heavy duty mechanics for Highways and Infrastructure;
  - Partnership with Northern Career Quest and Gabriel Dumont Institute in a two-year initiative aimed at increasing the number of Aboriginal journeypersons in the Heavy Duty Mechanic trade;
  - On-site weekly recruitment at the University of Regina until December 31, 2009; and
  - Partnership with Lethbridge College with respect to the Correctional Studies Diploma.
- Expanded the use of the career management website. The website provides employees with career management tools, resources and information to support employees in their career journey and is promoted to managers and employees on an ongoing basis.
- Partnered with Ministries to develop recruitment, retention and succession strategies to ensure the public service continues to provide quality service to the people of the province. Solutions included:
  - Student work experience placements, pro-active candidate sourcing, salary supplements, relocation offers, and working to establish community networks to support housing issues and integration into remote communities;
  - Developed information/fact sheets to promote salary and benefits available to all public service employees;
  - Created sub-committee of Human Resource staff to research and analyze trends and data for employment in the north to diagnose recruitment and retention problems and establish strategies and actions;
  - Ensured promotion in the public service was based on merit, not patronage *(2007 Mandate Letter Commitment)*. The Public Service Commission is an independent agency that manages the recruitment and staffing processes in accordance with *The Public Service Act, 1998*, and collective agreement provisions. Unionized positions are staffed on the basis of seniority and qualifications, and non-unionized positions on the basis of merit. This ensures the principles of fairness, openness, and accessibility are upheld;
  - Partnered with Ministries to develop and implement succession plans for key positions. Six Ministries have implemented formal succession programs: Agriculture, Health, Government Services, Corrections, Public Safety and Policing, Social Services, and Highways and Infrastructure. Justice has a succession process approved and implementation is underway with one division;
  - Developed an executive leadership inventory to support the ongoing development of senior leaders. This

(continued)

Progress in 2009-10 (cont'd)

inventory provides an information base for executive leadership to identify appropriate assignments and leadership development activities.

- Strengthened the use of employee networks to improve recruitment and retention of government employees. Interconnext, AGEN, and SVMEA continue to provide support and guidance for employees by sharing information and building relationships across the public service.
  - Interconnext – Allows new public service employees to: make connections with other new employees; enjoy opportunities for professional growth; talk with senior officials; and share questions in a constructive environment. Interconnext currently has 717 members.
  - The SVMEA currently has 206 active members, 109 of which are employed in the public service. Member learning events are held at the Annual Conferences, and Strategic Planning Sessions are held for Executive Committee members. As well networking activities are held over the year.
  - AGEN had 584 members as of December 2009. During the annual conference, there are opportunities for learning events through breakout sessions.
- Worked to ensure the Government of Saskatchewan as an employer continues to remain competitive in the labour market by providing competitive and fiscally responsible compensation. Conducted salary surveys and reviews, with emphasis on the Western Canadian market.
- Continued the Executive Internship Program to increase the number of experienced individuals available to compete for future vacancies. Of all former and current 28 interns, 50 per cent are still employed in the public service. In 2009-10 there were six interns.
- Managed the Summer Student Program to provide public service experience to students enrolled in Saskatchewan's post-secondary programs. 578 students were hired into the Saskatchewan public service; 529 as summer students and 49 as co-op students.
- Strengthened existing relationships with First Nations and Métis organizations, and established new linkages through the Aboriginal Recruitment Consultant, who serves on the board of AGEN, attends traditional events, and is a regular attendee at the FSIN Legislative Assembly and the Regina Aboriginal Professionals' Association. Networking occurred at First Nations University of Canada, Saskatchewan Indian Institute of Technologies, Gabriel Dumont Institute, pow wows and traditional events. 121 Aboriginal job seekers were consulted regarding job opportunities during 2009-10.
- Provided guidance and options to employees and managers from Ministries regarding accommodation for persons with disabilities in our workplaces. Continued to implement the initiative to hire persons with cognitive disabilities. To date, 21 employees have been placed. (News Release, May 4, 2009)
- Supported job-related development needs by coordinating learning opportunities for common occupational needs. Learning opportunities included: Occupational Health and Safety Training, Crucial Conversations, Project Management, Privacy Training, Business Case Writing, Conflict Management, Customer Service, Coaching, Time Management, Team Building, Leading Organizational Change, and Respectful Workplace.
- Provided $250,000 in funding to the Johnson-Shoyama Graduate School of Public Policy to assist with educating the next generation of public service leaders in the province. Fifteen workshops were delivered to 341 participants. These workshops provide professional development opportunities for the policy function in the Saskatchewan Public Service. *(2007 Mandate Letter Commitment)*

(continued)

Progress in 2009-10 (cont'd)

Measurement Results

Employee separation rate

This measures the percentage of permanent full-time employees who leave the public service for voluntary or involuntary reasons. The employee separation rate helps to measure two public service strategies: the extent to which the public service is able to retain a professional workforce, and to create a work environment that supports employee engagement.

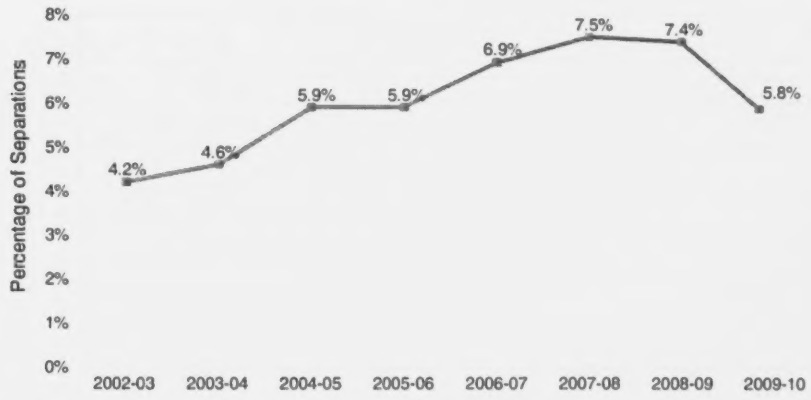
The separation rate for 2009-10 dropped slightly to 5.8 per cent from 7.4 per cent in 2008-09. This decline may be due to economic pressures on retirement savings for employees close to retirement. Best practices indicate that a healthy separation rate is between 5.0 per cent and 8.0 per cent.[1]

Although it is declining, the current separation rate is at an acceptable level. The voluntary component of separation at 4.5 per cent compares to the voluntary turnover rate of 8.2 per cent for Canadian companies and a 5.7 per cent rate for Canadian government organizations.[2]

This measure assists Government to achieve a smaller footprint by prioritizing key Government services and programs, improvements to service delivery, and attrition-driven reduction strategies.

Specific groups and occupations with higher separation rates require in-depth monitoring, and may also require customized supports.

This measure is calculated by dividing the number of permanent full-time employees who left the public-service (512) by the total number of permanent full-time employees (8,829).



Source: PSC Human Resource Information System, March 2003 to 2006; Government of Saskatchewan Multi-Informational Database Application System (MIDAS), March 2007, April 2008, March 2009 and March 2010.

[1] Watson Wyatt Research

[2] The Conference Board of Canada: Compensation Planning Outlook 2010: Cautious Optimism on the Road to Recovery (2010), p. 15, www.conferenceboard.ca.

Progress in 2009-10 (cont'd)

Retention rate of new employees

This measures the rate at which the public service is able to retain new, permanent full-time employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices and processes; organizational culture; and leadership within the public service.

The retention rate helps to measure two public service strategies: the extent to which the public service is able to retain a professional workforce, and to create a work environment that supports employee engagement and productivity.

Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, or family and personal reasons, also play a role.

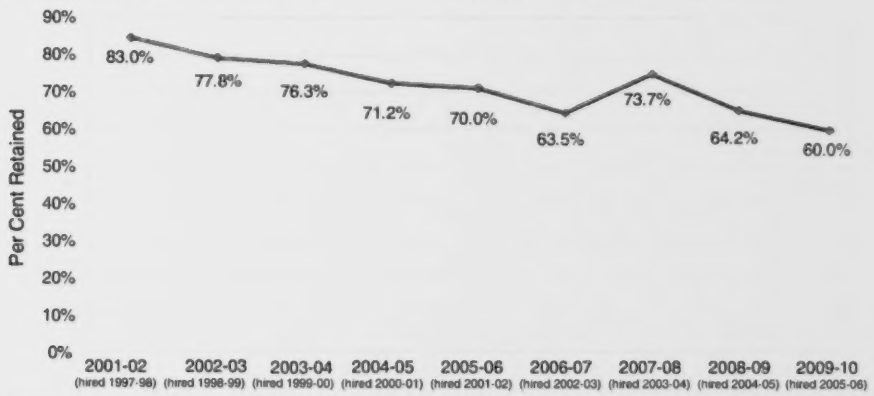
Retention rates have decreased over the past year, from 64.2 per cent in 2008-09 to 60.0 per cent in 2009-10. Even with the aim of a smaller footprint for Government, new employees will continue to be needed in critical areas. Declining retention rates for new employees who are committed to good public service and strong public policy put the on-going delivery of programs and services to the public at risk.

An aging workforce and increasing competition for labour has created pressure on the provincial labour market. Workers have more choice when it comes to employment opportunities and there are multiple factors influencing these choices, including competitive wages, interesting and challenging work, working conditions, benefits, leadership and workplace values, including environmental and community support, support for personal and professional growth, and work-life balance. As well, the competition for skilled labour is expected to increase in future years.

This is an area of concern for the PSC, as a significant decline in retention has occurred over the past eight years. Many of the Commission's programs and services are designed with retention of employees in mind.

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring government priorities are met. Declining retention rates for new employees put the service at risk due to skill gaps, negative views by prospective or new employees that the service is not an employer of choice, and increased costs to the organization for the recruitment and orientation of new employees.

This measure is calculated by dividing the number of retained permanent full-time employees (123) for a four-year period (2006-2010) by the number of employees hired (205) within the first year of the four-year period (2005-06). A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.



Source: PSC Human Resource Information System, March 2002 to 2006; MIDAS, March 2007, April 2008, March 2009 and March 2010.

Progress in 2009-10 (cont'd)

Percentage workforce representation by diverse employee groups

This measure reflects Government's ability to attract and retain a workforce representative of Saskatchewan's population, including Aboriginal persons, persons with a disability, visible minority persons, women in non-traditional roles, and youth into the public service.

There is a compelling business case for organizations to achieve a diverse workforce. Increasing the representation of employees from diverse cultures, genders, backgrounds, and generations allows the public service to better reflect the population of the province, capitalize on the available labour force, and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities.

The representation of Aboriginal people, visible minority persons and women in middle management and other management positions continues to move slowly towards Saskatchewan Human Rights Commission (SHRC) targets.

The percentage of youth within the public service has decreased to 13.0 per cent in 2009-10 from 13.4 per cent in 2008-09. There remains a noticeable shortage of youth and an over-representation of baby-boomers. As of March 31, 2010, only 13.0 per cent of all employees and 7.0 per cent of permanent full-time employees were under 30 years of age, compared with 26.5 per cent of the entire employed provincial population[3].

By increasing its commitment and presence as an employer that supports diversity, the public service is enabled to attract and retain candidates to ensure a representative workforce, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

Youth: This measure is calculated by dividing the number of active permanent full-time, permanent part-time, non-permanent and labour service employees under 30 (1,611) by the total number of employees in all assignments as of March 31, 2010 (12,348).

Diversity Groups: This measure is calculated by dividing the number of employees in permanent full-time, permanent part-time and non-permanent active assignments, plus the number of employees in active and non-active labour service assignments within a particular diversity group, by the total number of employees within all assignments in the Saskatchewan public service as of March 31, 2010. A pro-rated headcount mechanism is used to count employees, where each assignment is given a weight of one divided by the total number of assignments a particular employee holds.

Percentage workforce representation by diverse employee groups							
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	SHRC Targets 2009-10
Aboriginal persons	10.5%	10.8%	11.2%	11.4%	11.6%	11.8%	13.1%
Persons with a Disability	3.0%	3.5%	3.5%	3.3%	3.1%	3.1%	9.7%
Visible Minority Persons	2.4%	2.8%	3.1%	3.3%	3.5%	4.3%	3.8%
Women in senior management	35.9%	37.8%	39.0%	40.2%	40.1%	37.9%	47.0%
Women in middle management and other management positions	33.6%	33.1%	34.4%	35.0%	37.5%	39.1%	47.0%
Youth	10.4%	10.7%	11.6%	12.8%	13.4%	13.0%	n/a

Source: PSC Human Resource Information System, March 2005, 2006; MIDAS, March 2007 to 2010.

[3] MIDAS, March 2010; CANSIM Table 282-0001: Labour Force Survey Estimates, March 2010, Statistics Canada (including employees and self-employed persons).

Progress in 2009-10 (cont'd)

Create a work environment that supports employee engagement

Results

- Partnered with Ministries to integrate a values-based culture focused on service excellence, teamwork, integrity, respect and innovation through workforce planning; team building; incorporating principles, values and commitment to employees within training initiatives; employee work and learning plans and ensuring communiqués to employees include messages that are consistent with culture aspirations.
- Articulated the priorities for public service renewal. The desired outcomes from this initiative include:
  - A public service that provides the services that citizens value;
  - Trust and confidence in the public service by our citizens;
  - A public service that is smaller, effective, efficient, nimble and innovative; and
  - Employees who are engaged in an organization that is regarded as an employer of choice.
- Provided 21 training sessions on the Prevention and Resolution of Harassment to all senior managers, human resource professionals and harassment prevention co-ordinators to provide clarity for the *Anti-Harassment Policy*; provide an understanding of the background and legislative changes; create understanding of the roles and responsibilities in the process; and share dispute resolution options.
- Delivered Prevention and Resolution of Harassment training sessions for employees in 11 Ministries.
- The public service had a commitment to enhance employee recognition. Due to other priorities, this action has been moved into the 2010-11 plan.
- Implemented an exit interview system for the Saskatchewan public service. This survey tool allows exiting employees to provide confidential feedback on their experience as an employee of the public service.
- Delivered four corporate employee onboarding sessions to 179 employees. These orientation sessions focused on engaging new hires and enhancing their knowledge and experience as new public service employees. Several Ministry-specific orientations have been delivered, or are currently being developed.

Measurement Results

Percentage of payroll spent on training

This measures expenditures on training as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training and development for employees and helps to measure the success of two strategies, creating a work environment that supports employee engagement and building effective public service leadership and management.

Higher public expectations on services and changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform in a changing environment. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current so that Government priorities can be achieved.

The risk from current pressures, including an aging workforce, an increasingly knowledge-based economy, and economic globalization, is that the Government and the province's productivity will lag behind that of our neighbours if investment in learning and development is not addressed.

Information on this measure collected in 2009-10 shows 0.69 per cent of payroll was spent on employee training. This measure shows a downward trend, decreasing from the amount spent on employee training in 2008-09 (0.77 per cent of payroll). Fiscal pressures over the past year have likely

(continued)

Progress in 2009-10 (cont'd)

resulted in budget restraint for training. This compares to a 1.90 per cent[4] overall average of payroll invested in training for other government jurisdictions and organizations.

Percentage of payroll spent on training	
2002-03	0.50%
2003-04	0.50%
2004-05	0.50%
2005-06	0.50%
2006-07	0.60%
2007-08	0.69%[5]
2008-09	0.77%
2009-10	0.69%

Source: Ministry Year-End Reports, Human Resource Plans, March 2003 to 2010.

Build effective public service leadership and management

Results

- Continued to implement the new leadership and management competency model into leadership programs and processes, including the *Leadership Development Program*, Ministry programs, leadership staffing actions and *Planning for Success* to help hire, develop, and manage high quality public service leadership.
- Co-ordinated and delivered three *Leadership Development Programs* sessions to approximately 75 middle managers across the public service.
- Established supervisor development curriculum and delivery options for supervisor training across the public service. This training is to be used by HR Service Teams to address Ministry needs on an as-needed basis.
- Delivered three manager orientation sessions to 111 new middle and front-line managers. The program is designed to provide new managers and leaders with an understanding of the overall structure of Government, the key processes and applicable policies, and the context, importance and principal responsibilities of the management and leadership roles in the public service.
- Implemented executive and senior leadership development options through the Johnson-Shoyama Graduate School of Public Policy. In 2009-10, 16 senior executive professional development workshops were delivered to a total of 286 participants. Topics included: *Ethics for Today's Public Sector Leaders, Strategic Human Resource Management, Enabling Teamwork & Collaboration, Renewing Organizations, Strategic Leadership, Orientation to Government, Crisis Management,* and *Ignoring the Gatekeeper.*

Ensure a fair and balanced labour relations environment that respects the rights of public service employees and the needs of the public service

Results

- Continued work to resolve labour relations issues arising from in-term bargaining including ongoing resolution of outstanding grievances.
- Completed in-term essential service identification. *The Public Service Essential Services Act* encourages bargaining units and employers to negotiate essential service agreements that will assist in identifying the provision of services that will continue to be provided during a strike or lockout.
- Developed an annual letter of understanding to support the employment of recent graduates.
- SGEU bargaining was completed with a tentative deal signed on February 26, 2010. CUPE bargaining is ongoing.

[4] Learning and Development Outlook 2009: Learning in Tough Times. Conference Board of Canada,ISBN 978-088763-937-1, p.16
[5] Please note the 2007-08 data has been updated to 0.69 per cent from the 0.65 per cent reported in the 2007-08 Annual Report to reflect revised results from updated payroll information.

Progress in 2009-10 (cont'd)

Deliver effective and efficient human resource services

Results

- Managed the payroll system and payroll operations for all client Ministries. Fully implemented the Employee Service Centre on February 9, 2010. The new division will enhance effectiveness and efficiencies for human resource administration and payroll. One of the three primary goals for the ESC is to provide exceptional client service (the other two being accuracy of payment, timeliness of payments).
- Extended current human resource service agreements for the delivery of human resource services and support between the PSC and Ministries to September 30, 2010. These service agreements outline expectations between Ministries and the ESC. These agreements are monitored through their duration.
- Provided ongoing human resource leadership and support through facilitation, process design and consultation to Ministries (including senior executives, managers and employees) for initiatives such as program efficiency reviews, strategic planning, organizational structure reviews, workforce analysis, and change and transition that may be occurring within Ministries.
- Delivered efficient and effective human resource services to the Saskatchewan public service:
  - Staffed 1,333 permanent full-time positions;
  - Completed 1,349 classification actions;
  - Counseled 976 employees through the Employee and Family Assistance Program; and
  - Reviewed 4,751 Criminal Record Checks.
- The Saskatchewan public service had a commitment to determine and implement an appropriate records management framework for human resource, payroll, and administrative records. Due to other priorities, no progress was made on this action.
- Integrated workforce planning with the consolidated model of human resource services, best practice, the Statement of Organizational Culture, and Government's accountability framework.
- Created a corporate-wide Human Resource Pandemic Policy Framework to ensure critical public services are maintained in the event of a pandemic. Also established a mechanism for workforce redeployment if required, as well as a comprehensive Government of Saskatchewan Pandemic Influenza Plan.

Establish and maintain transparent and accountable human resource processes and practices

- Provided corporate human resource information including workforce statistics and other key indicators to all Ministries for planning purposes.
- Strengthened protection for public servants and whistle-blowers in the workplace by conducting research on establishing a Public Integrity Commissioner. An options note was prepared for further discussion with the Chair and Minister's Office. *(2007 Mandate Letter Commitment)*
- Developed regulations under *The Growth and Financial Security Act* (July 2009) in order to monitor the size of the public service in relation to the province's population. *(2007 Mandate Letter Commitment)*
- Ensured compliance in process and practice by all Ministries and public service employees with *The Public Service Act, 1998*, and *The Public Service Regulations, 1999*, on an ongoing basis (staffing, classification, probation, salary supplements, transferring of employees).
- Continued to resolve pension claims from non-permanent public service employees who were uninformed or misinformed of

(continued)

Progress in 2009-10 (cont'd)

their pension options between 1981 and 1999. To date, information packages have been provided to 2,616 potential claimants. 519 claims have been approved and 294 denied. (News release, August 17, 2009).

2009-10 Financial Overview

SUMMARY OF EXPENDITURES

For the period ending March 31, 2010, the Public Service Commission incurred total expenses of $50 million.

This represents a variance of $12 million over the 2009-10 operating budget of $38 million.

The variance is primarily related to an increase in liability for the lawsuit associated with pension benefit losses for certain non-permanent employees.

	(In thousands of dollars)				
Appropriation Totals	**2008-09 Actual Expenditure**	**2009-10 Original Budget**	**2009-10 Actual Expenditure**	**2009-10 Variance to Budget**	
Central Management and Services (PS01)					
Salary	$824	$1,014	$984	$(30)	
Operating Expense	$3,666	$3,905	$4,648	$743	1
Sub Total	**$4,490**	**$4,919**	**$5,632**	**$713**	
Corporate Human Resources and Employee Relations (PS04)					
Salary	$2,591	$2,538	$2,869	$331	2
Operating Expense	$547	$617	$12,543	$11,926	3
Sub Total	**$3,138**	**$3,155**	**$15,412**	**$12,257**	
Human Resource Client Service and Support (PS03)					
Salary	$17,423	$17,832	$16,273	$(1,559)	4
Operating Expense	$1,238	$810	$853	$43	
Sub Total	**$18,661**	**$18,642**	**$17,126**	**($1,516)**	
Employee Service Centre (PS06)					
Salary	$2,553	$3,452	$5,031	$1,579	5
Operating Expense	$5,072	$6,667	$5,586	($1,081)	6
Capital Asset Acquisition	$1,905	$2,642	2,646	$4	
Sub Total	**$9,530**	**$12,761**	**$13,263**	**$502**	
Total Appropriation	**$35,819**	**$39,477**	**$51,433**	**$11,956**	
Amortization of Capital Assets (PS08)					
Capital asset acquisitions	($1,905)	($2,642)	($2,646)	($4)	
Land, buildings and improvements	$85	$31	$236	$205	
Office and Information Technology	$1,183	$1,219	$1,206	($13)	7
Total Expense	**$35,182**	**$38,085**	**$50,229**	**$12,144**	

2009-10 Financial Overview

Variance Explanations > $50K:

1. Accommodation charges exceeded budget allocation.
2. Salary costs related to the administration of the non-permanent pension law suit.
3. Increase in liability expense for claims related to the non-permanent pension law suit.
4. Mid-year reorganization. Transfer of human resource administration and payroll staff to the ESC.
5. Mid-year reorganization. Transfer of human resource administration and payroll staff from Human Resource Client Service and Support.
6. Capitalization of information technology system related to Employee Service Centre implementation, savings related to one time ESC project implementation and expenditure management initiatives.
7. Capitalization of information technology system related to Employee Service Centre implementation.

Summary of Revenue

The Commission collects revenue related to the provision of human resource services to external agencies. A summary of the Commission's 2009-10 budgeted revenue compared to actual revenue is presented below.

	(In thousands of dollars)		
	Budget	Actual	Variance
Other Revenues			
Casual Revenue	$6	$26	$20
Previous Year Expenditure	$-	$17	$17
Sales, Service and Service Fees			
All other service fees	$25	$61	$36
Total	**$31**	**$104**	**$73**

For More Information

The PSC is confident this report provides useful information about accomplishments and future plans. If you have questions or comments, we invite you to contact us at:

Communications
Saskatchewan Public Service Commission
2350 Albert Street
Regina SK S4P 4A6
Tel: (306) 787-0976
Fax: (306) 798-2251
psc.webmaster@gov.sk.ca

www.psc.gov.sk.ca

This annual report will be available on the PSC's website at:

www.psc.gov.sk.ca/reports/annualreport09-10.pdf

The Public Service Act, 1998, is available at:

www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf

The Public Service Regulations, 1999, are available at:

www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf

Appendix A: Mandate and Governing Legislation

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for the development of a professional public service based on merit.

The Commission delivers human resource services, including staffing, classification and labour relations, and works with Ministries in the delivery of human resource services.

The PSC is responsible for representing the public interest in the administration of *The Public Service Act, 1998*, and *The Public Service Regulations, 1999*. According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

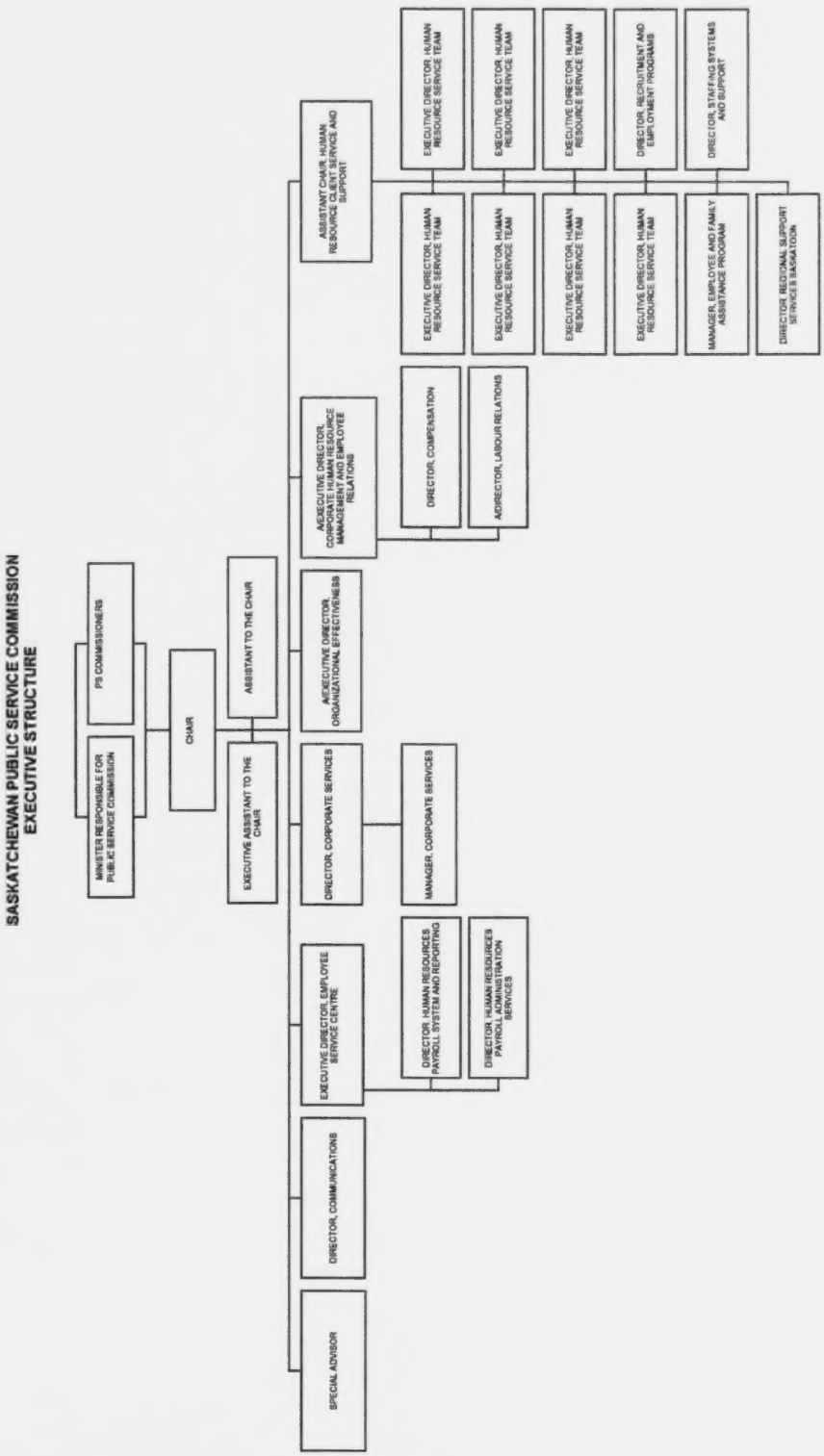
- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

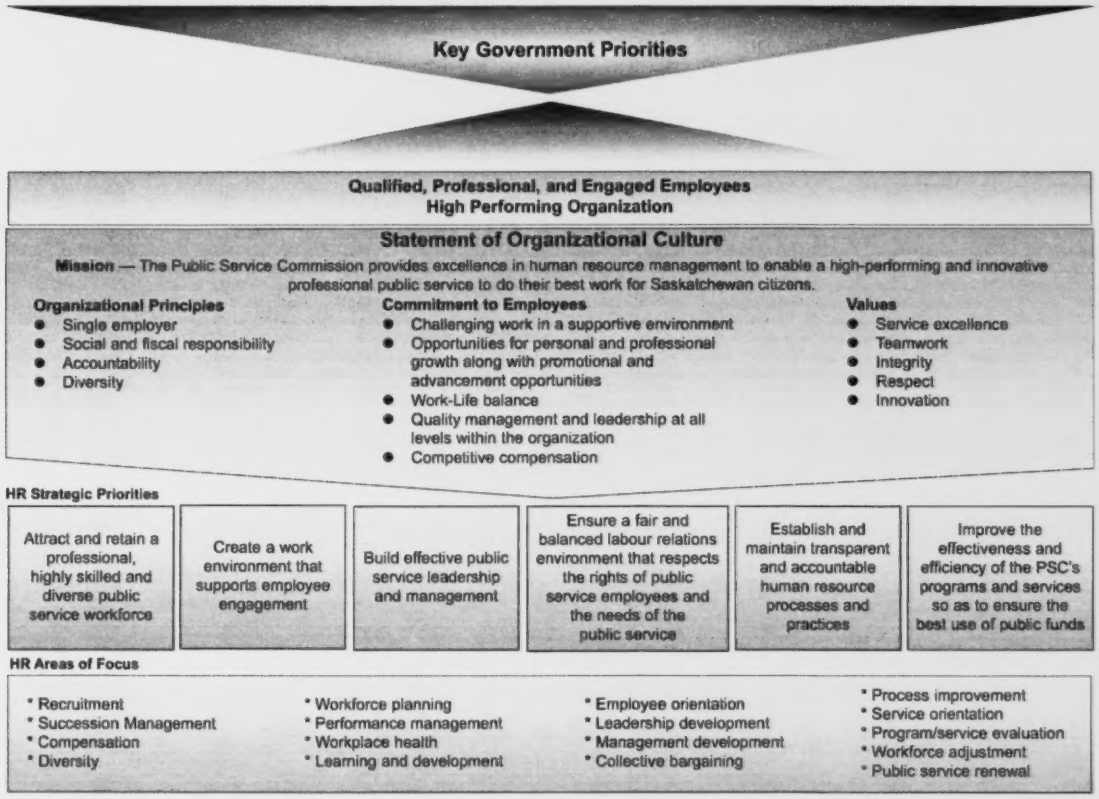
Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

Appendix B: Organization Chart – March 31, 2010

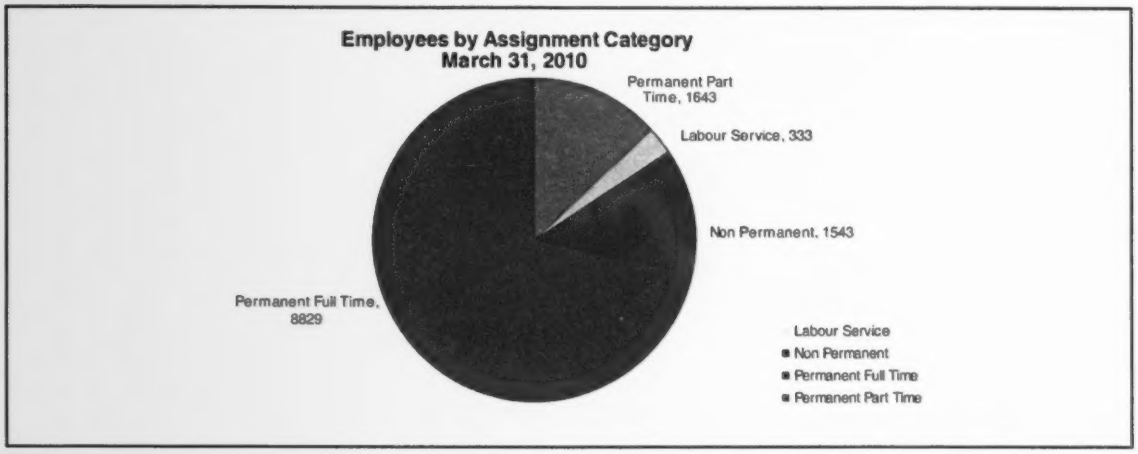

SASKATCHEWAN PUBLIC SERVICE COMMISSION
EXECUTIVE STRUCTURE
MINISTER RESPONSIBLE FOR PUBLIC SERVICE COMMISSION
PS COMMISSIONERS
CHAIR
EXECUTIVE ASSISTANT TO THE CHAIR
ASSISTANT TO THE CHAIR
SPECIAL ADVISOR
DIRECTOR, COMMUNICATIONS
EXECUTIVE DIRECTOR, EMPLOYEE SERVICE CENTRE
DIRECTOR, HUMAN RESOURCES PAYROLL SYSTEM AND REPORTING
DIRECTOR, HUMAN RESOURCES PAYROLL ADMINISTRATION SERVICES
DIRECTOR, CORPORATE SERVICES
MANAGER, CORPORATE SERVICES
AE/EXECUTIVE DIRECTOR, ORGANIZATIONAL EFFECTIVENESS
AE/EXECUTIVE DIRECTOR, CORPORATE HUMAN RESOURCE MANAGEMENT AND EMPLOYEE RELATIONS
DIRECTOR, COMPENSATION
AD/DIRECTOR, LABOUR RELATIONS
ASSISTANT CHAIR, HUMAN RESOURCE CLIENT SERVICE AND SUPPORT
EXECUTIVE DIRECTOR, HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR, HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR, HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR, HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR, HUMAN RESOURCE SERVICE TEAM
EXECUTIVE DIRECTOR, HUMAN RESOURCE SERVICE TEAM
DIRECTOR, RECRUITMENT AND EMPLOYMENT PROGRAMS
DIRECTOR, STAFFING SYSTEMS AND SUPPORT
MANAGER, EMPLOYEE AND FAMILY ASSISTANCE PROGRAM
DIRECTOR, REGIONAL SUPPORT SERVICES SASKATOON

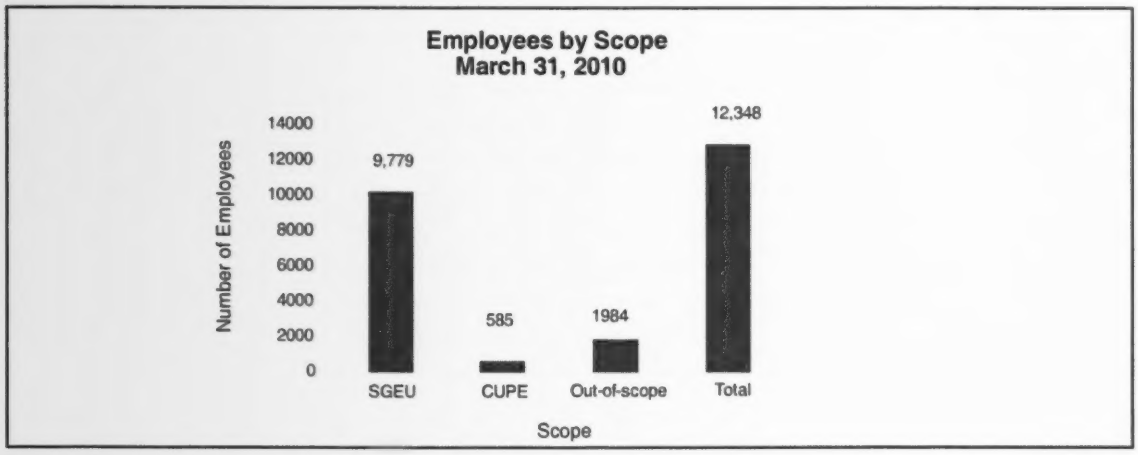
Appendix C: Human Resource Plan for the Saskatchewan public service

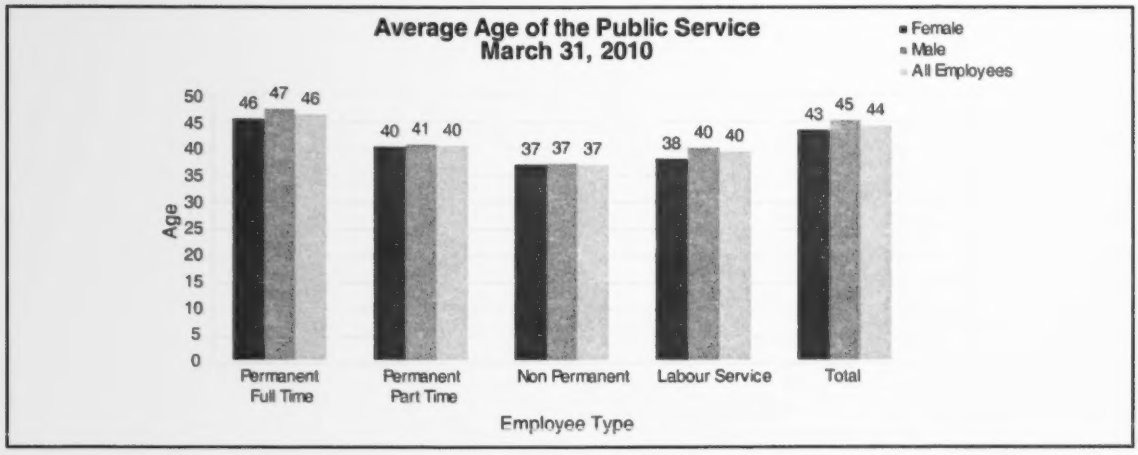

Key Government Priorities
Qualified, Professional, and Engaged Employees
High Performing Organization
Statement of Organizational Culture
Mission — The Public Service Commission provides excellence in human resource management to enable a high-performing and innovative professional public service to do their best work for Saskatchewan citizens.
Organizational Principles
Single employer
Social and fiscal responsibility
Accountability
Diversity
Commitment to Employees
Challenging work in a supportive environment
Opportunities for personal and professional growth along with promotional and advancement opportunities
Work-Life balance
Quality management and leadership at all levels within the organization
Competitive compensation
Values
Service excellence
Teamwork
Integrity
Respect
Innovation
HR Strategic Priorities
Attract and retain a professional, highly skilled and diverse public service workforce
Create a work environment that supports employee engagement
Build effective public service leadership and management
Ensure a fair and balanced labour relations environment that respects the rights of public service employees and the needs of the public service
Establish and maintain transparent and accountable human resource processes and practices
Improve the effectiveness and efficiency of the PSC's programs and services so as to ensure the best use of public funds
HR Areas of Focus
* Recruitment
* Succession Management
* Compensation
* Diversity
* Workforce planning
* Performance management
* Workplace health
* Learning and development
* Employee orientation
* Leadership development
* Management development
* Collective bargaining
* Process improvement
* Service orientation
* Program/service evaluation
* Workforce adjustment
* Public service renewal

Appendix D: Charts and Demographics

Please note: These charts represent overall demographics for the public service.







Appendix D: Charts and Demographics (cont'd)

Appendix E: Public Service Commissioners

Don Wincherauk, Chair

Philip Benson

Dawn Dobni

Allan Higgs

Sandra Steen

Appendix F: Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2009-10 fiscal year, 46 positions were transferred or excluded, as follows:

ORDER-IN-COUNCIL APPOINTMENTS
April 1, 2009 - March 31, 2010

MINISTRY	POSITION	NUMBER
Executive Council	Senior Administrative Assistant to the Deputy Minister to the Premier (MCP4)	1
	Chief Information and Services Officer (DM3)	1
	Policy Advisor (MCP10)	1
Justice	Crown Counsel	15
	Senior Crown Counsel	4
	Student-at-Law	10
	Senior Administrative Assistant to the Chief Judge of the Provincial Court of Saskatchewan (MCP3)	1
	Administrative Support (MCP2)	2
	Provincial Court Case Manager (MCP4)	1
	Director, Court Technology Unit (MCP9)	1
	Senior Information Technologist	1
Office of the Information and Privacy Commissioner	Administrative Coordinator (MCP01)	2
	Portfolio Officer (MCP07)	2
Provincial Secretary	Administrative Assistant (MCP01)	1
	Executive Director of Francophone Affairs (MCP9)	1
	Deputy Executive Director of Francophone Affairs – Policy and Services (MCP6)	1
	Protocol Officer (MCP4)	1
TOTAL		46